



Unclassified *Human Capital Management for Defense*



CAPT Ken Barrett

Diversity Director

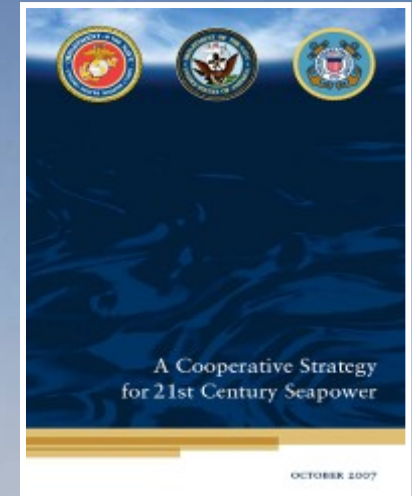
Chief of Naval Personnel (N134)

15 February 2011



A Changing Navy

- ❑ New missions
- ❑ Increased sphere of engagement
- ❑ New platforms and fewer Sailors
- ❑ Changing marketplace





Shifting Demographics Require Change

Expanding Influence of Young Women & Minorities

As a Nation...



Diversity

- Nation will be 54% "minority" by 2050
- 1 in 3 residents will be Hispanic



In the Workplace

- Women and minorities comprise 70%



Talent Base is Shifting

- 58% of college grads are female
- 16% Increase of women with advanced degrees in next decade
- 28% eligible for military service (17-24 years old)



Demand for Work Flexibility

- 25% of Americans telecommuted in 2009
- 74% increase in workers teleworking since 2005

As a Navy...



Diversity

- 52% Enlisted force is diverse
- 5% increase in female URLs in last 10 years
- 35% of USNA freshmen are diverse
- 40% of NROTC freshmen are diverse



Women in Expanding Roles

- Only service to require women to enter operational units upon commissioning
- Enlisted 16.2%, Officer 15.5%



Female URL Retention (YG04)

- SWO: 33% women vs. 39% men
- Aviation: 52% women vs. 72% men



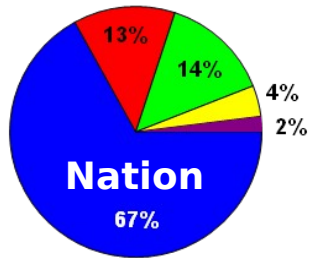
Navy Single Parents

- 6,406 Women; 12,399 Men

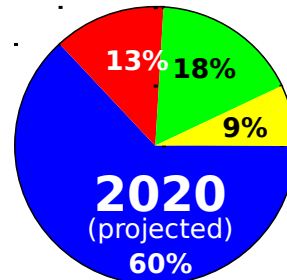
Diversity is an imperative to recruit and retain the best talent



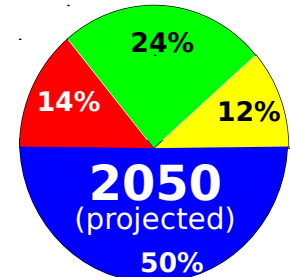
Leadership Gap



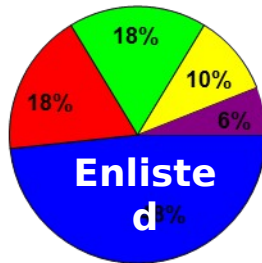
Workforce 2009



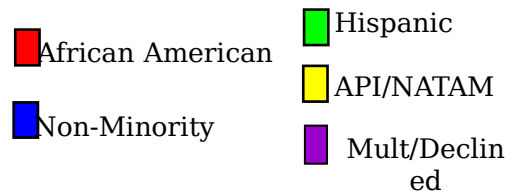
Workforce 2020



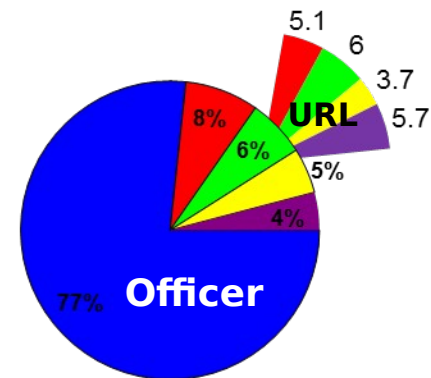
Workforce 2050



Minority Enlisted: 52%



2010 Enlisted/Officer Differential



Minority Officer: 23%

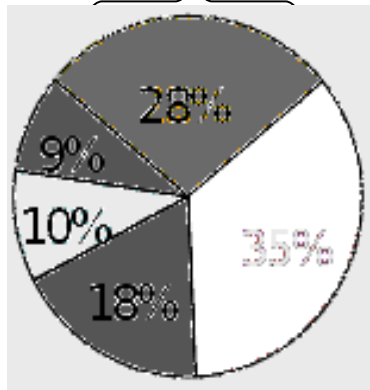
29%



Diversity Imperative Recruitable Market

Recruitable Market 17-24 years old

Recruitable market (8.82M)



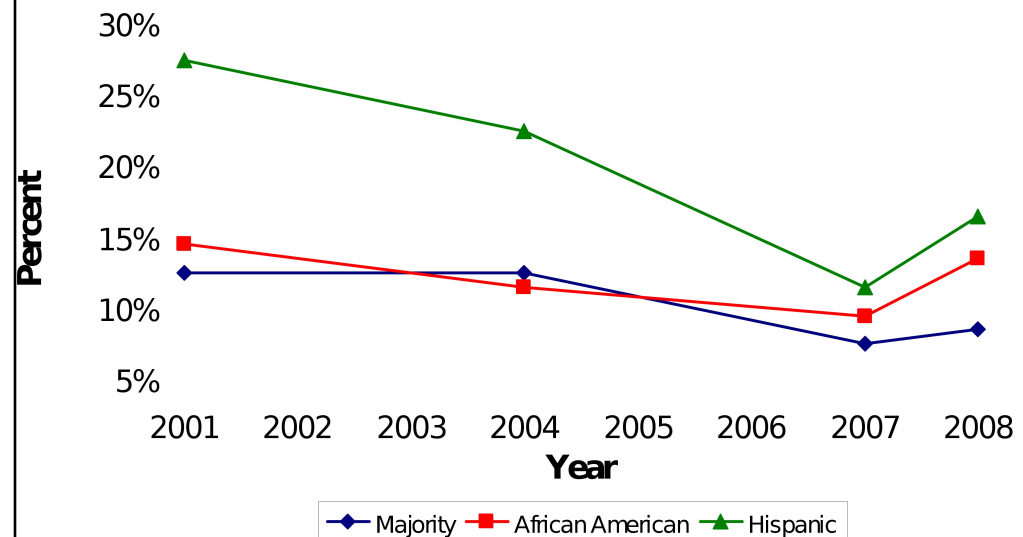
**Estimated 2007 National Youth
Population (31.5M)**

- Qualified / Eligible
- Medical / Physical / Obesity
- Drug Usage
- Low Quality Non-HSDG
- AFQT Failures

New challenges affecting the recruitable market include: obesity, asthma, and ADHD.

Propensity

Youth Propensity (Ages 16-24)



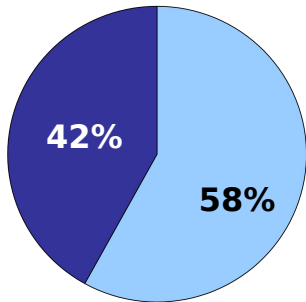
June 2008 youth poll by Joint Advertising Market Research and Studies confirms significant upswing despite historical lows.

Targeting Diverse Markets Critical for Success



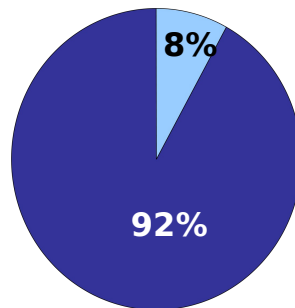
Why a Focus on Work/Life Balance? Navy Women URL Challenge

College Graduates

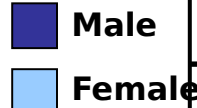


Source: US Dept. of Education Statistics (2006) and Hewlett (2005)

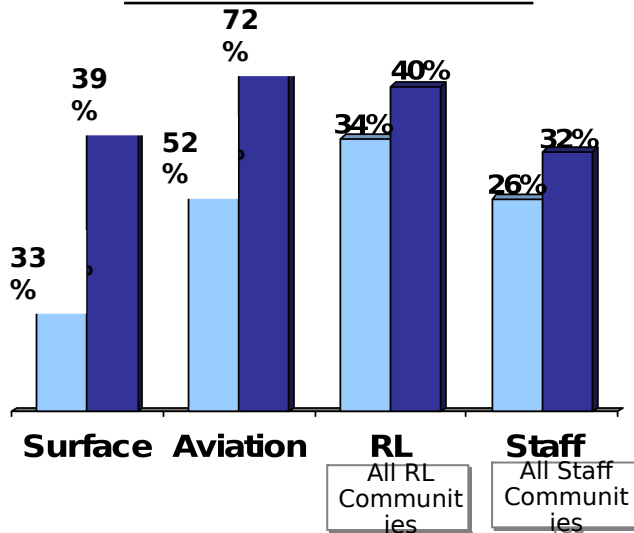
URL Officers



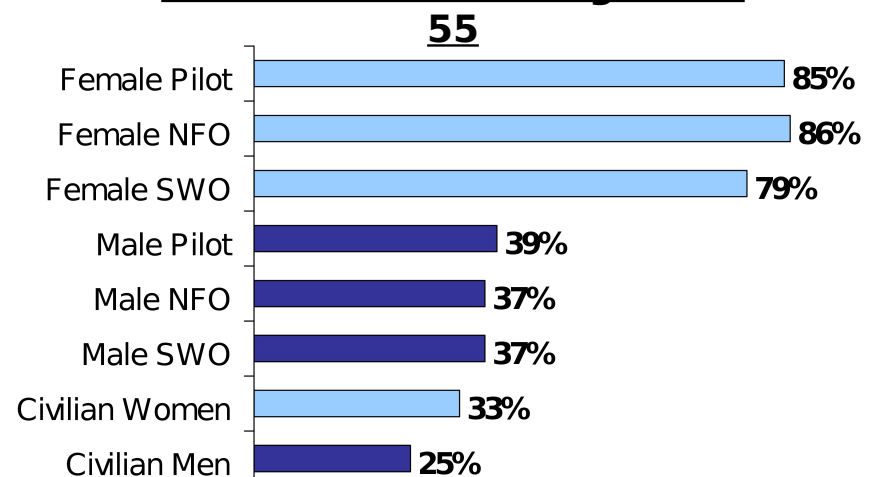
- 20.1% of all commissioned Ensigns were women in 2010
- 34.5% of 2010 ROTC freshman were female
- 21.1% of USNA Class of 2014 is female



Officer Retention



Childless Between Ages 28-



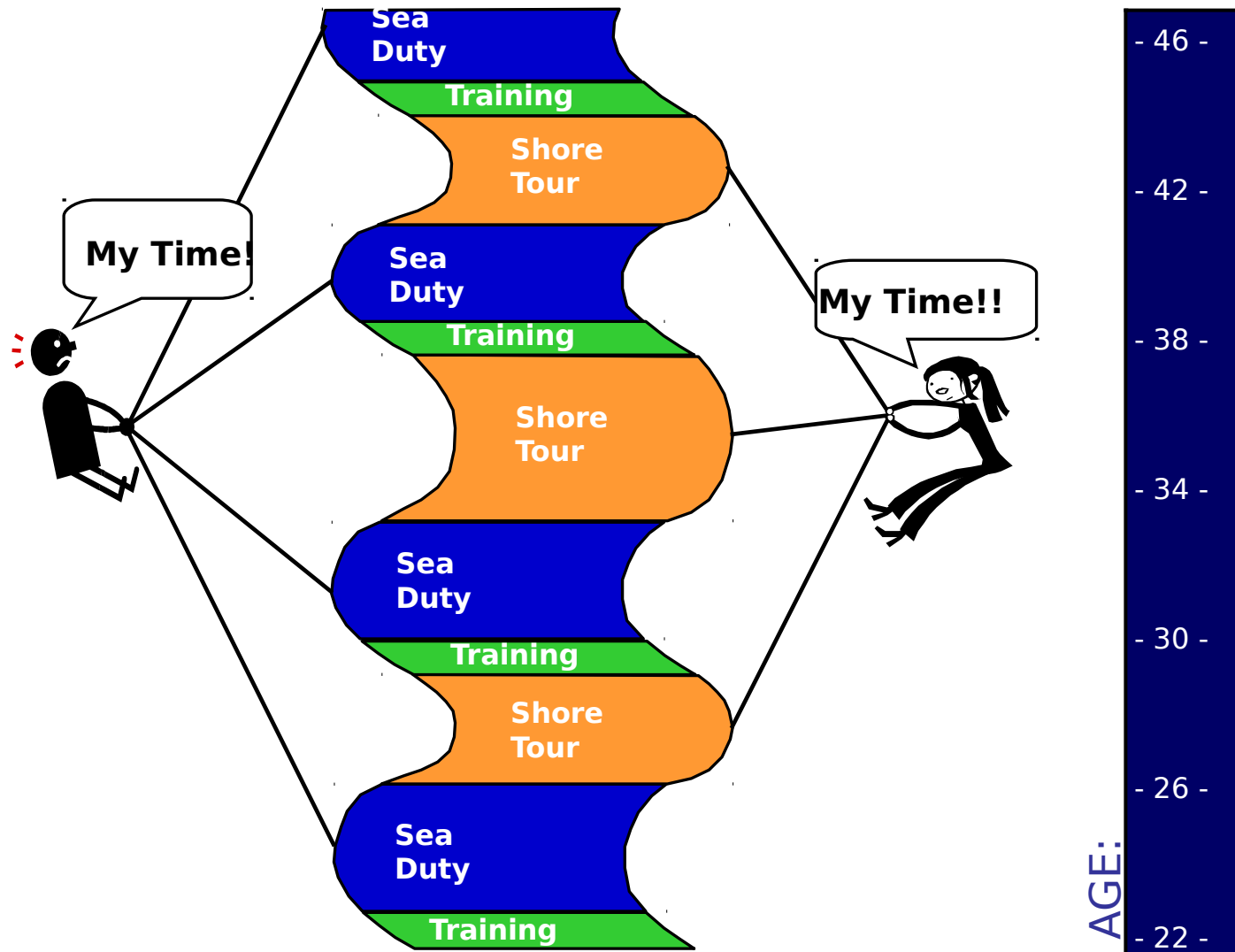
Sources: National Parenting Association (2002) and Officer Master File (2007/2008)



Rigidity vs Flexibility

Example: SWO Career Path

Major Command Tour
(P) Major Command School
Post Command Tours (2)
XO/CO Fleet Up
(P) XO/CO School
Post-DH Shore Tours (2)
DH Tours (2)
DH School
Post-DIVO Shore Duty
DIVO Sea Tours (2)



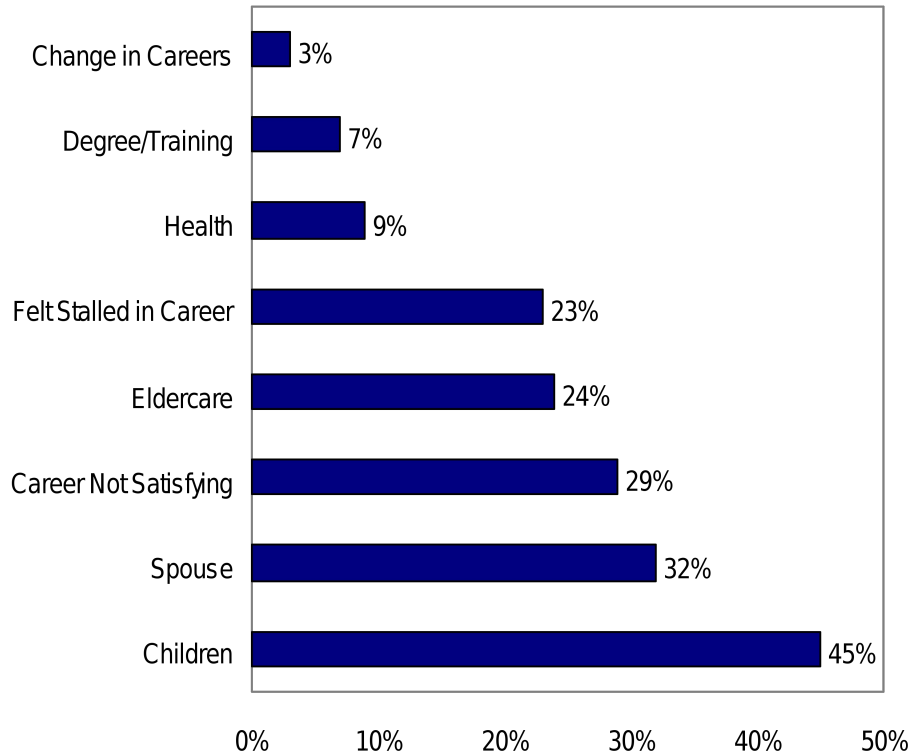
The SWO career path needs to respect the needs of the individual



Life/Work Integration

The Opt-Out Revolution: Push & Pull Factors

Why Do People Leave the Navy?



Corporate trends

- **46% of workers surveyed expressed a greater interest in benefits**
- **Greater than 50% of workers appreciate benefit packages more than ever**
- **41% of workplace benefits are the foundation of financial security**
- **45% more workers are living paycheck to paycheck; up from 37% in 2006**

- **1/3 of workers want more benefits**

Changing Perspectives

Navy Demographics:

2% Baby Boomers

55% Generation X

43% Millennials



A Culture to Meet Changing Perspectives

“Go with the Bold Ones!”

Boomers

Idealistic

Champions of social causes; seek to change their world

Individualistic

Non-conformists; 63% aspire to be different than other people

Self-Completing

61% feel they need to know themselves better

Acquisitive

Often believe the more they give away or let get away, the less special they are

Media Consumption

Passive

2% of Navy

“It’s not just a job. It’s an adventure!”

Generation X

Cynical

Shaped by divorce, recession, commercial hype, & morally suspicious social leaders

Independent/Pragmatic

Take it upon themselves to plan, analyze and make solid decisions
-always hedging

Self-Reliant

57% Have at one time started a self-run or home business

Diverse

Social choices reflect consumption patterns

Media Consumption

55% of Navy

“Accelerate your life!”

Millennials

Optimistic

Close relationships with parents and extended families

Interdependent

Many joining large institutions and government agencies in search of team work and risk protection

Service-Oriented

Social enterprise and nonprofit work a large employment focus

Balanced

#1 goal: life/work balance

Sense of Urgency

Want responsibility

Media Consumption

43% of Navy



Who/What are the Millennials?

- ❑ **They grew up with support and praise everywhere**
 - Many young adults feel insecure if not regularly complimented
- ❑ **Pressure to succeed has become more internally focused.**
 - Shift towards meaningful achievements in life
- ❑ **Success means:**
 - Claiming Ownership
 - Being Close to Family and Friends
- ❑ **Failure means:**
 - Not finding your passion
 - Not being true to yourself
 - Compromising your integrity
- ❑ **Status and authority will not impress them**
 - Bureaucracy and red tape will frustrate them
 - A patronizing attitude will drive them crazy
- ❑ **They expect control over and access to everything**
 - The Navy will constitute a world where the control is directed and access is limited





Why a Focus on Work/Life Balance? Data Indicates Millennials are Driven by ~~Balance~~

<i>Influences on retention intentions:</i>							
					Enlisted		
					Officers		
Influence to LEAVE:	Gen Y	Gen X	Boomers		Gen Y	Gen X	Boomers
Balance of work and personal time	56%	47%	29%		68%	59%	48%
Impact of being in Navy on family	49%	46%	33%		72%	67%	48%
Impact of deployments on family	55%	57%	61%		73%	72%	56%



Competitors Offer Greater Flexibility

Offered by 100 Best Companies:

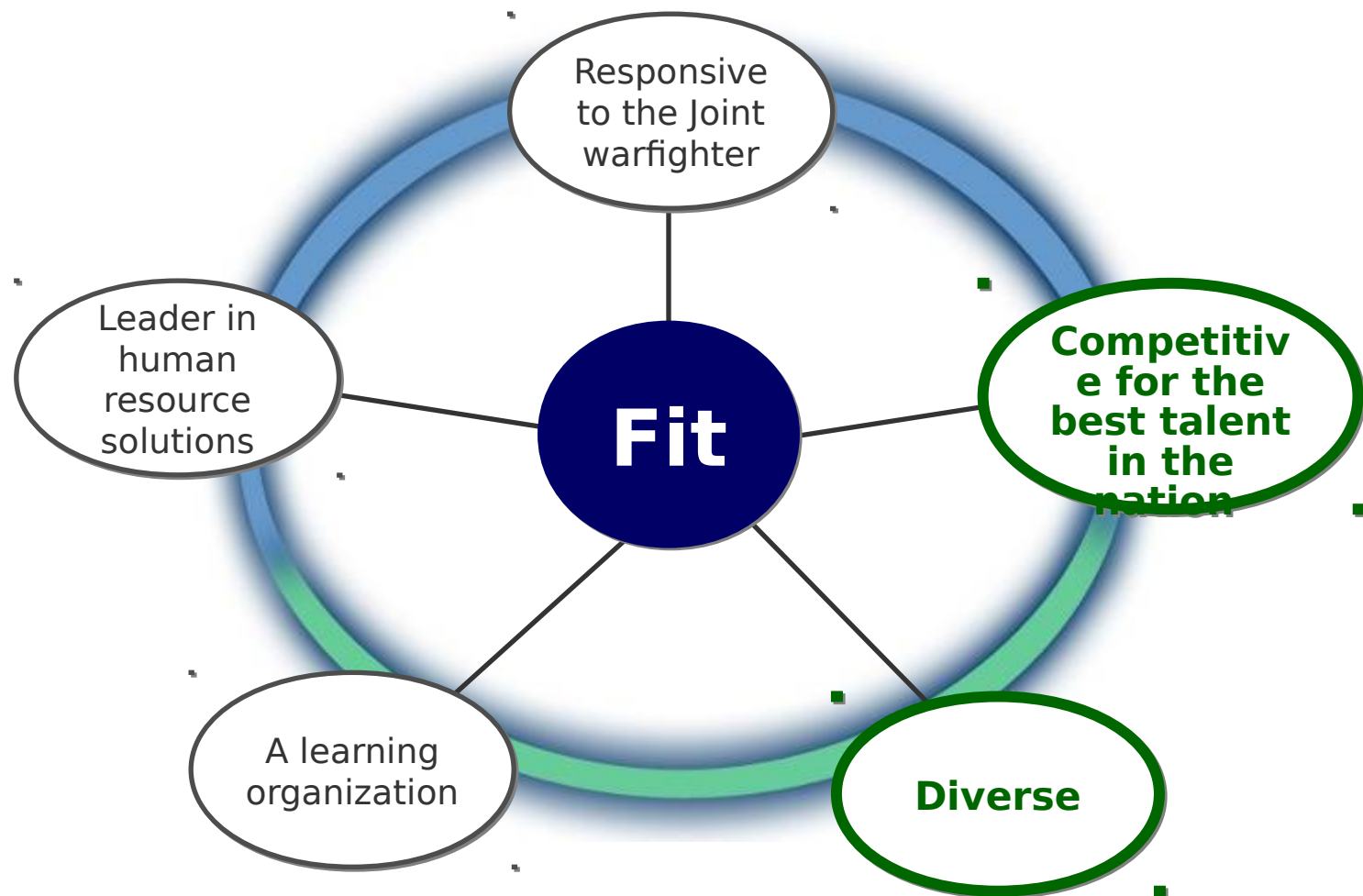
Job Sharing	99%
Compressed Workweeks	95%
Access to Backup Childcare Services	88%
Phase-back programs for returning workers	88%
Paid Time Off for Volunteering	80%
Formal Phased Retirement	64%
Pay Business Travel Childcare Expenses	53%

FAMILY RESPONSIBILITIES DISCRIMINATION (FRD)

- Gaining legal traction for disparate pay for reduced schedules and flex requests leading to demotion or dismissal
- 1600 cases in 2008, avg. suit \$25M
- Employee win rate = 50% (avg. EEO win rate < 10%)



Strategic Imperative Task Force Life/Work & Diversity



Right person with the right skills at the right time at the best value



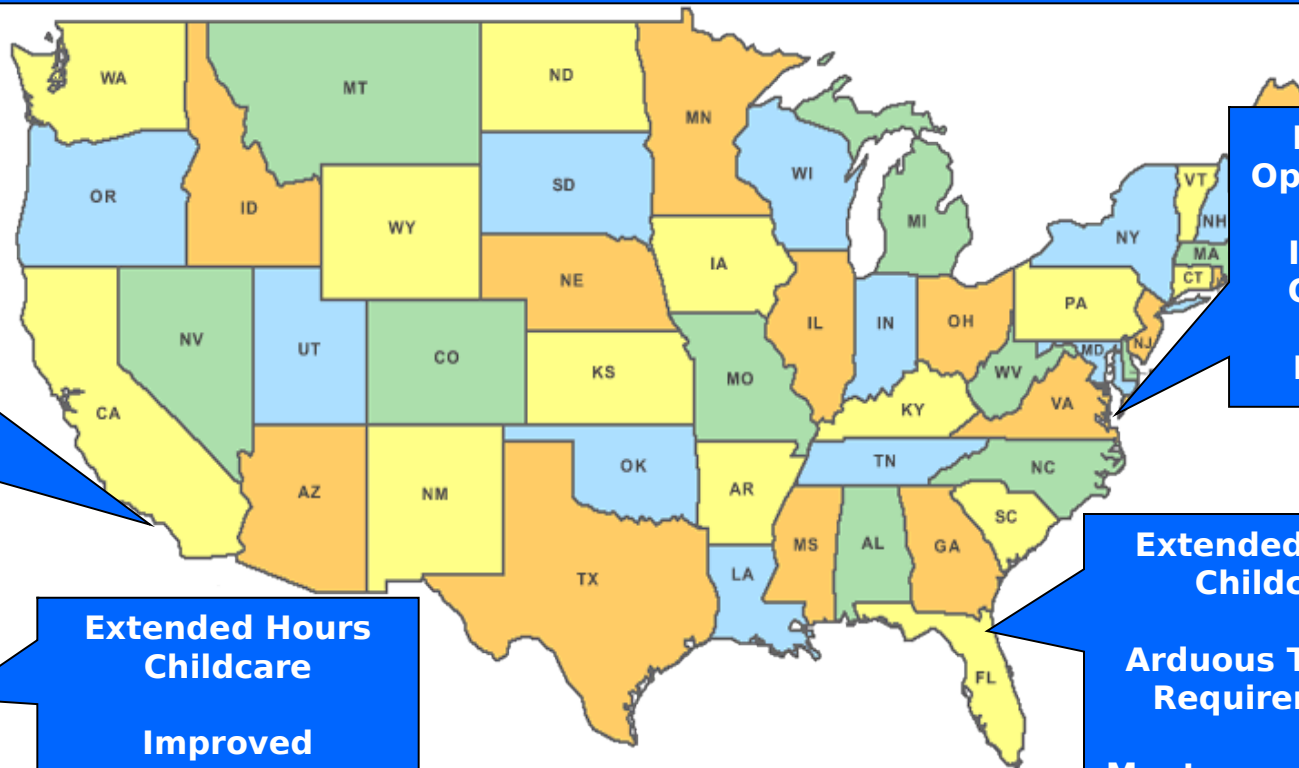
Task Force Life/Work Mission, Vision, and Roadshow

TFLW Mission & Vision

Examine initiatives Navy can influence through policy change

Identify efforts that require DoD/Congressional engagement

Solicit Fleet feedback for ideas and recommendations



**Education
Opportunities**

**Thrift
Savings Plan
Matching**

**Extended Hours
Childcare**

**Improved
Education
Opportunities for
Children**

**Education
Opportunities**

**Increased
OPTEMPO**

**Paternity
Leave**

**Extended Hours
Childcare**

**Arduous Training
Requirements**

**Montgomery GI Bill
Expansion**



TFLW FLEET FEEDBACK

A Message Loud and Clear

"I transfer to shore duty, move my family across country and two months later I head off to IA...my family is left with no support structure and I'm gone for a year. That's not right!"

IA- Petty Officer in San Diego

"Why can't I have the flexibility to take the courses I can take- tell me how much money I have and let me work how many classes I can take."

TA- Petty Officer in Bremerton

"The requirements inport are out of control- I have no life."

Quality of Work- JO in Mayport

"Don't need a full year off for school...just let me have a semester's worth of time between tours so I can finish up."

Education- Petty Officer in Pearl Harbor

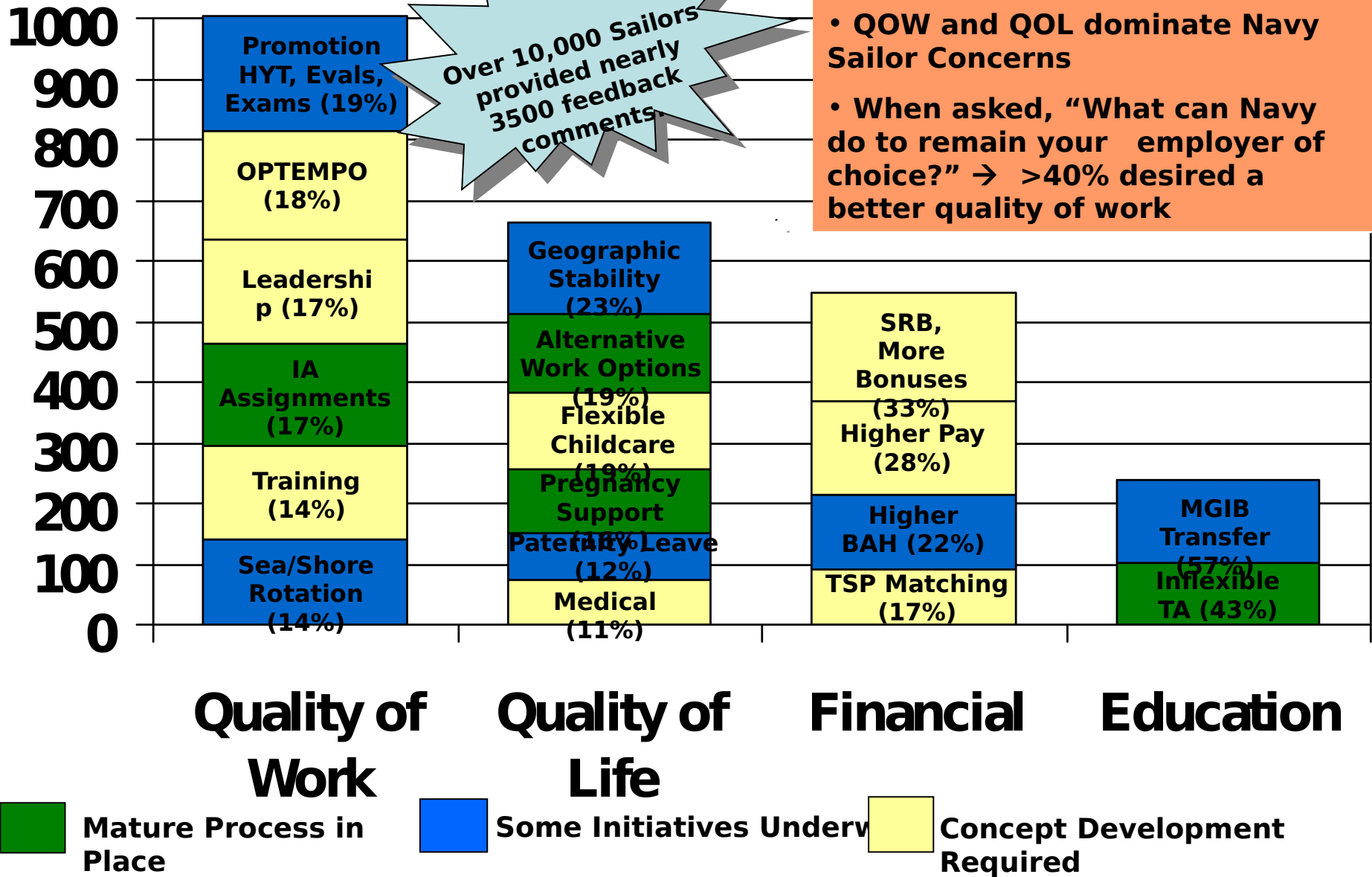
"MGI Bill transferability, maybe even TA transferability, would definitely make me want to stay."

Education- CPO in Japan



TFLW FLEET FEEDBACK

What is important to our Sailors?



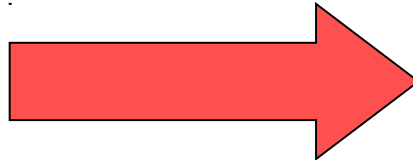


Attracting & Retaining Women and Millennials

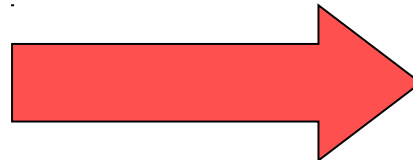
Task Force Life/Work (TFLW) Efforts

Roadshow Told Us

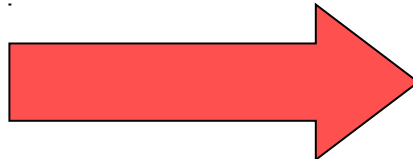
Parenting is a Priority



Flexibility is the Key



Demand for Balance

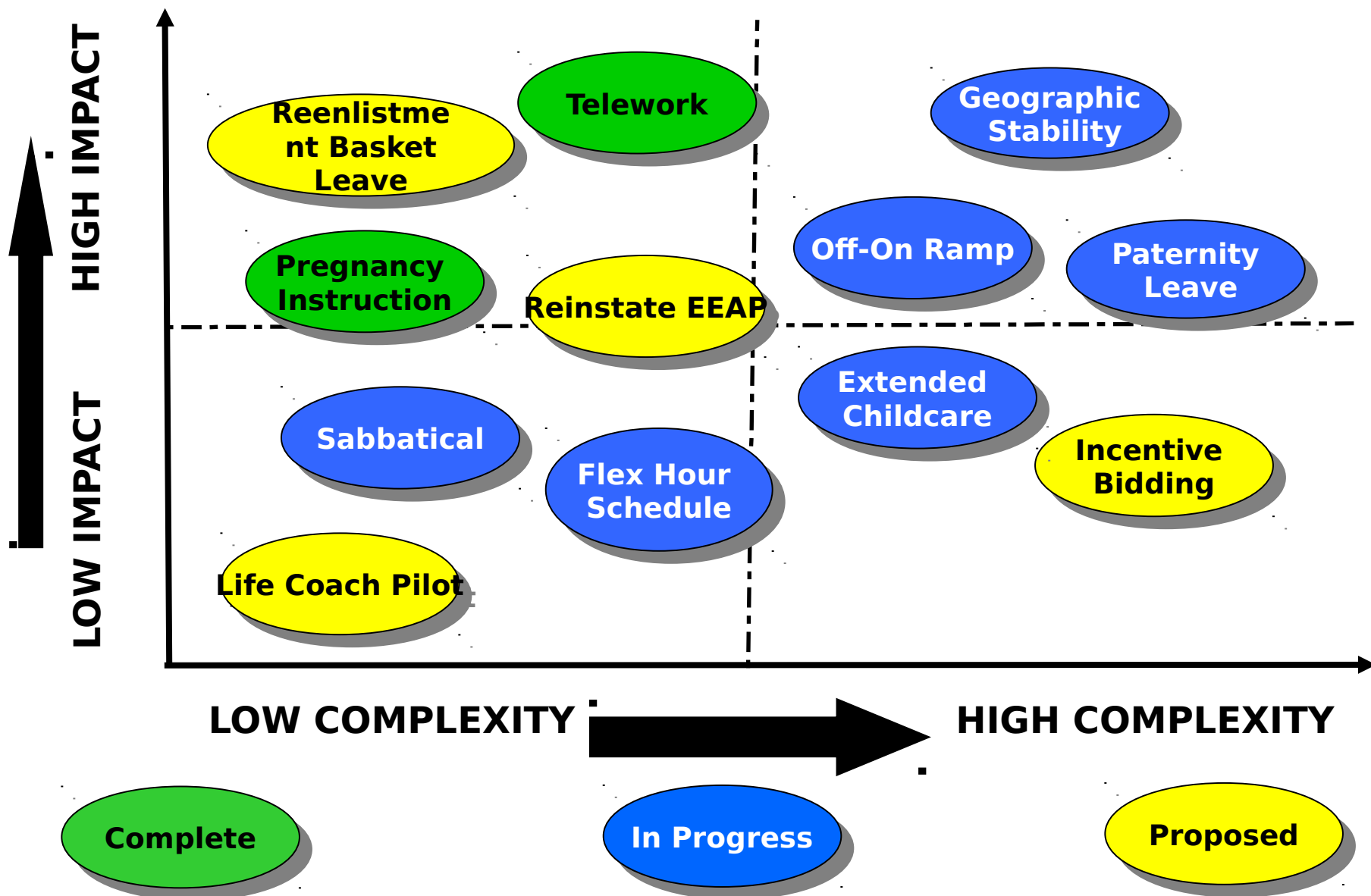


Top 50 employers respond to the needs of a changing workforce



Complexity vs. Impact Chart

Charting a Course for Action





Life Work Integration

Responding to Challenges

TOP 50 COMPANIES KNOW:

Parenting is a Priority

Flexibility is the Key

Demand for Balance

- ✓ 12 mo. Operational Deferment
- ✓ 21 days Adoption Leave
- ✓ 10 days Paternity Leave
- ✓ 75% funded IVF program
- ✓ Military Telework Instruction
- ✓ Compressed Work Schedules
- ✓ Menu of Retention Incentives
- ✓ Tuition Assistance Flexibility
- ✓ GSA/OSA Detailing = Predictability

RECOGNITION:

Work Life Legacy Award

Families and Work Institute

Work Life Excellence Award

Working Mother Media

Most Admired Employer

US Black Engineer and Hispanic Engineer Technology Magazine

Best Diversity Company

Diversity/Careers in Engineering and IT

American Society for Training and Development

Excellence in Practice



Leading Change from the Waterfront

- ❑ **USS DONALD COOK (DDG 75): 4 Day Work Week**
 - Working hours 0700 to 1600 daily
 - Khaki call 1530, Quarters 1545
 - Divos and LCPOs allow each member one day per week off
- ❑ **USS KLAHRING (FFG 46): Family Call**
 - Thursday liberty expires at 0900 vice 0645
 - Sailors can assist with kids, give their spouse a morning off, run errands, train for marathon, etc
- ❑ **JAG Telecommuting**
 - Test at OJAG Headquarters & 2 Navy Legal Services Offices
- ❑ **North Island Gym**
 - Free child play area
 - Free personal trainer
- ❑ **USS RUSSELL (DDG 59): Deployment Liberty**
 - Inport turnover at 1100 with 1145 watch relief
 - Sailors can enjoy their hotel rooms until standard 1000 check out instead of checking out a 0500
 - Results in more rested watch standards
- ❑ **Preserve Holiday Routine at Sea**



Today's Female Leadership

Personifies Navy "AND" Family

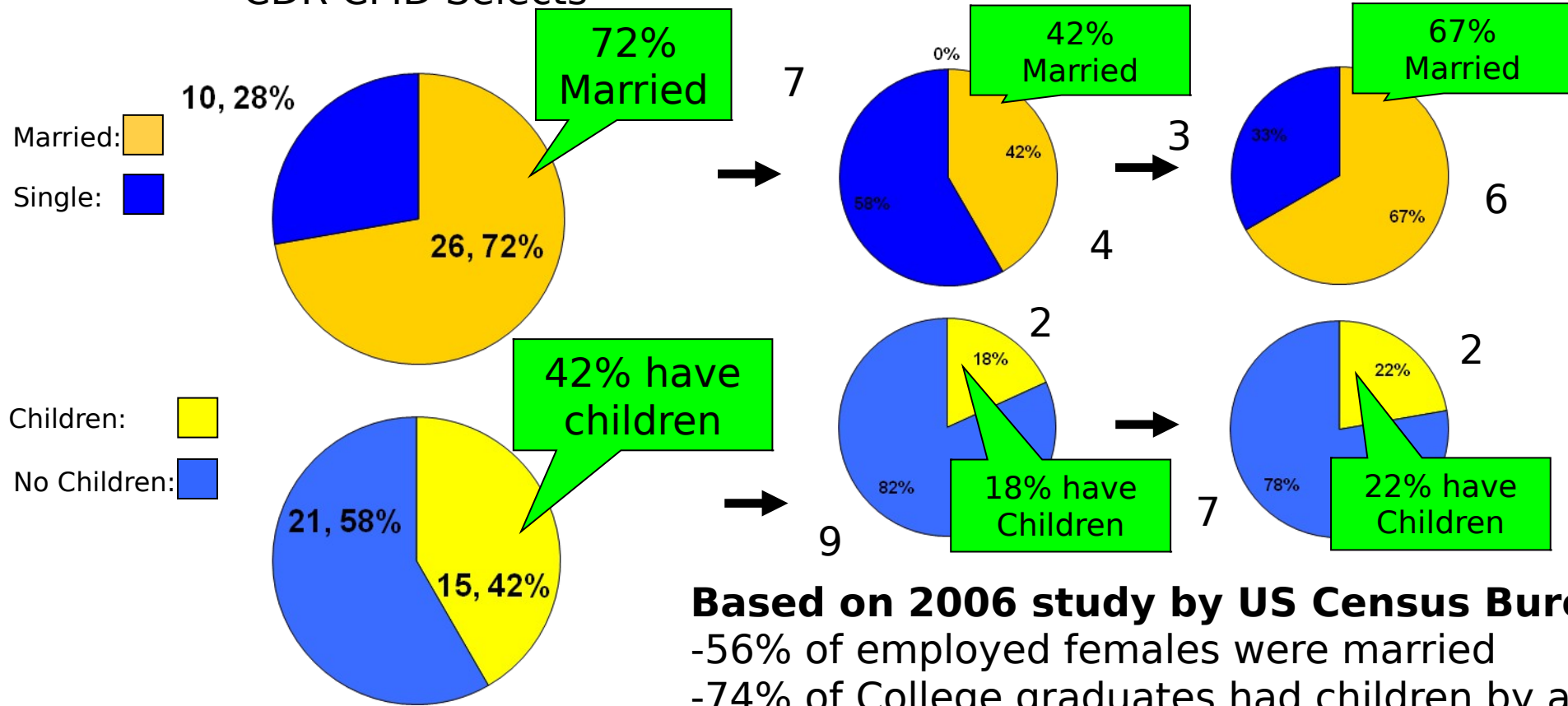
Emerging Female Role Models

Compared to:

CDR CMD Selects

In/Post CDR CMD

In/Post Major CMD



Community message and proactive engagement coupled with emerging Role Models has spurred JO Retention



Impact of Policy Changes on Retention Sabbatical & Operational Deferment

How would an “Off-On Ramp” or Sabbatical influence your desire to “Stay Navy?”

	Enlisted		Officer	
	Women	Men	Women	Men
Motivate me to remain in the Navy	38	34	54	30
Have no impact on my motivation to remain in the Navy	53	57	42	65
Motivate me to leave the Navy	8	9	3	5

How does the Navy’s change in operational deferment policy from 4 to 12 months influence your desire to “Stay Navy?”

	Enlisted		Officer	
	Women	Men	Women	Men
Motivates me to remain in the Navy	49	12	48	10
Has no impact on my motivation to remain in the Navy	49	76	50	80
Motivates me to leave the Navy	2	13	2	10

Source: Pregnancy and Parenthood Survey



Top 50 Organization

CareerBliss “Most Blissful Places to Work”

- 1 Google
- 2 3M
- 3 ABN AMRO Group
- 4 DTE Energy
- 5 Air Force
- 6 Qualcomm
- 7 Army National Guard
- 8 Marines
- 9 **NAVY**
- 10 LSI Logic

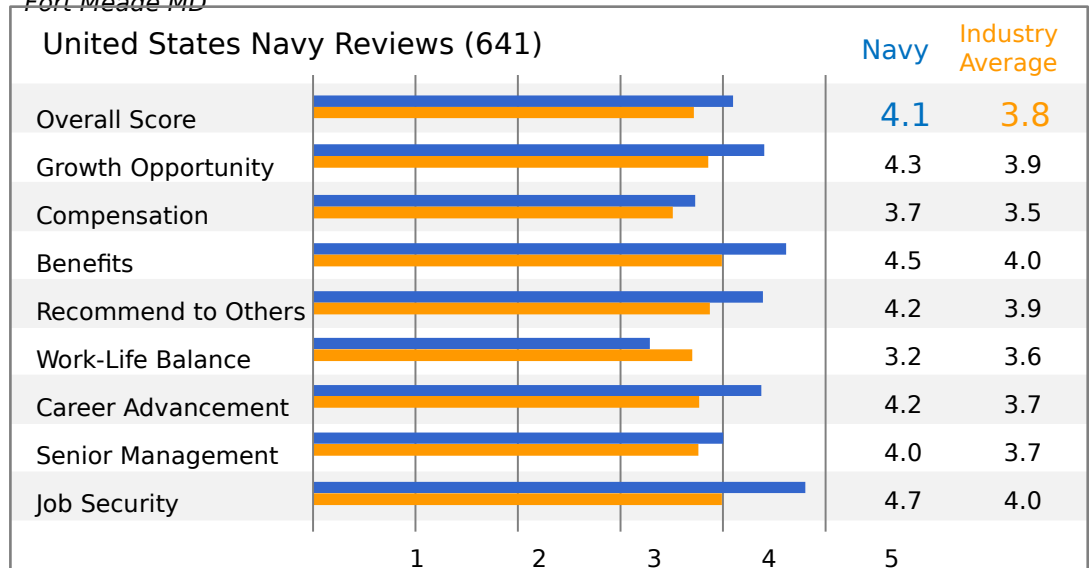
What do you like about working for the Navy?



“It was a guaranteed job that had free health and dental, extra pay for housing, free tuition for college courses, [and] availability of specialized training.”

Information Systems Technician,

Fort Meade MD

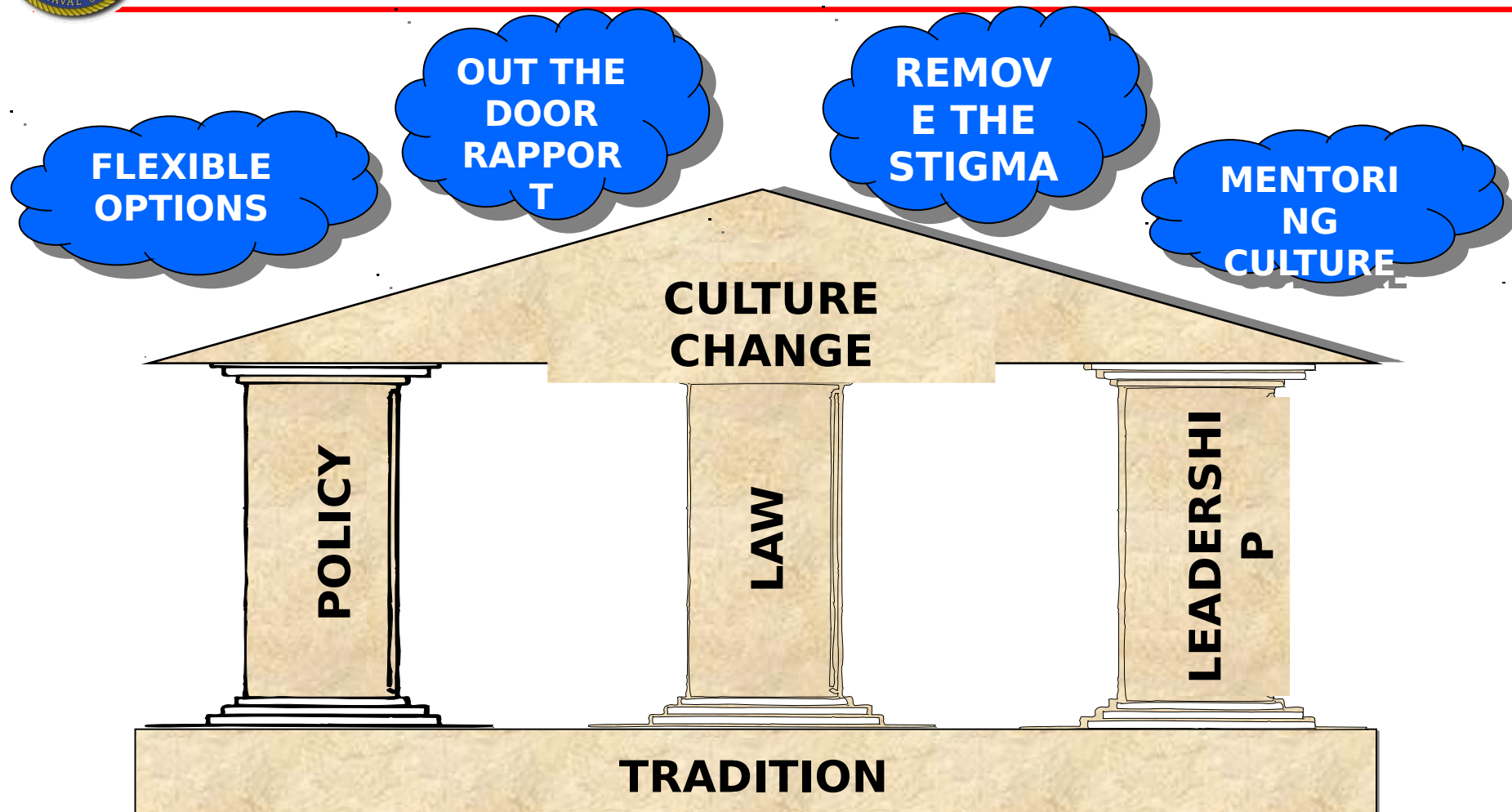


Others on the list... Army (11), Johnson & Johnson (16), GE (30), Microsoft (39), Disney (41)

Standing toe-to-toe with the world's most sought-after employers



Partnership for Change Leadership & Sailors Working Together



***Continuing Ability to Attract and Retain
Competitive Talent While Meeting Operational
Commitments***



***“It is not the strongest of the species
that survive, nor the most intelligent,
but the ones most responsive to
change.”***

Charles Darwin